Steering the Monroe County Measurement Voyage

Meaningful Measurers

85% of the reasons for failure to meet customer expectations are related to deficiencies in systems and process…rather than employees.".

W. Edwards Deming

Action Learning - Developing Capability

CARROLL CONSULTING *inc.*

MOVING BEYOND HIGH PERFORMANCE

Embarking on the Measurement Voyage

- Welcome and Introductions   8:30 – 8:50
- Understanding Effective Teams   8:50 – 10:00
- Break   10:00 – 10:15
- Step 1: Defining the Opportunity Statement   10:15 – 10:30
- Step 2: Validating the Opportunity Statement   10:30 – 11:20
- Next Steps   11:20 – 11:40
- Closing   11:40 – 11:55

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Talking Stick

- Each of us brings a unique set of strengths and characteristics to the team.

- This talking stick is magical. The one who has it, has the floor and everyone else's attention

- Introduce yourself providing the following information
  - Name, work location
  - An **adjective** that begins with the first letter of your first name and describes a **positive** aspect about yourself (Jovial Jeff) add symbol statement

TEAM NAME

- *Jovial Jeff, Team Facilitator*
- *Rockin Rob, Team Facilitator*
- *Sensational Sal*
- *Terrific Ty*
- *Roundtrip Reggie*
- *Bodacious Bob*
- *Turnaround Terri*

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1. Independent thoughts
   On a post it note, write your suggestion for a team name – related to Measurement

2. Post all input

3. Discuss

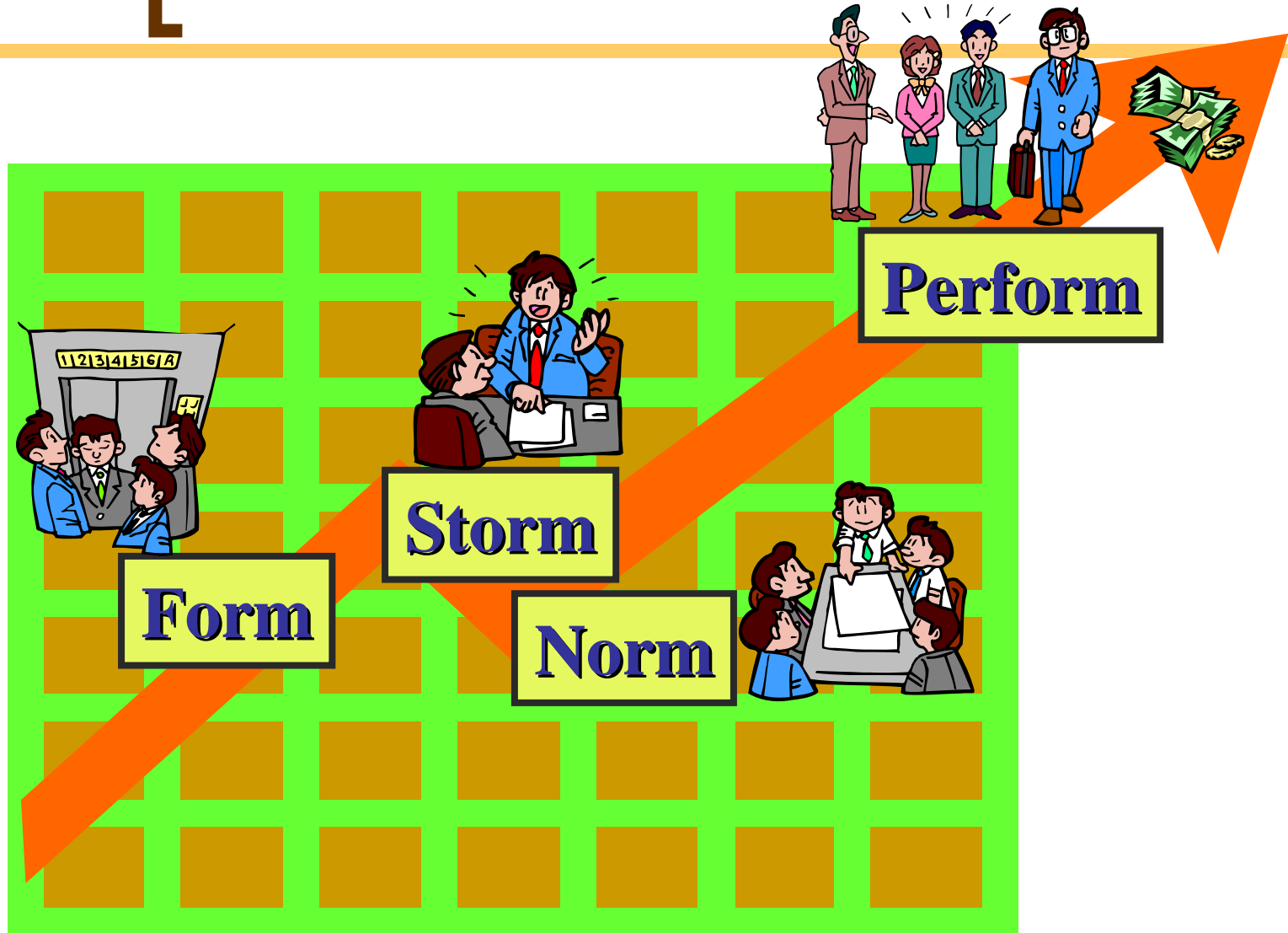4. Come to consensus

5. Commit – Meaningful Measurers

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TEAM DYNAMICS

A team is a small number of people with complementary skills, who are committed to a common purpose, a shared performance result, and an agreed way of working for which they hold themselves mutually accountable.

Insert photo of team here

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Form

Storm

Norm

Perform

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FORM
Team Start Up

- Opportunity Statement-Provides clear direction for the team

- Select the team members

  - Sponsor – Tom Willi

  - Facilitators – Jeff Martin and Rob Garner

  - Core Team –Robert Ellis and Gabriel Pacheco

  - Members –

Reggie Paros   Dan Fonte
                       Bob Stone

Ty Symroski   Terri Marble
Sal Zappulla

  - Creating Working Agreement for Teams

  - Rules of Operation

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STORM
Conflict Erupts within the Team

➤Tasks and processes are new and learning curve is high

➤Competition and control overshadows team work

➤Members shift focus to style over substance

➤Need to return our purpose to re-focus the team

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NORM
The Team becomes fined tuned

➢Focus is on the opportunity and team success

➢Collaboration and consensus solidified

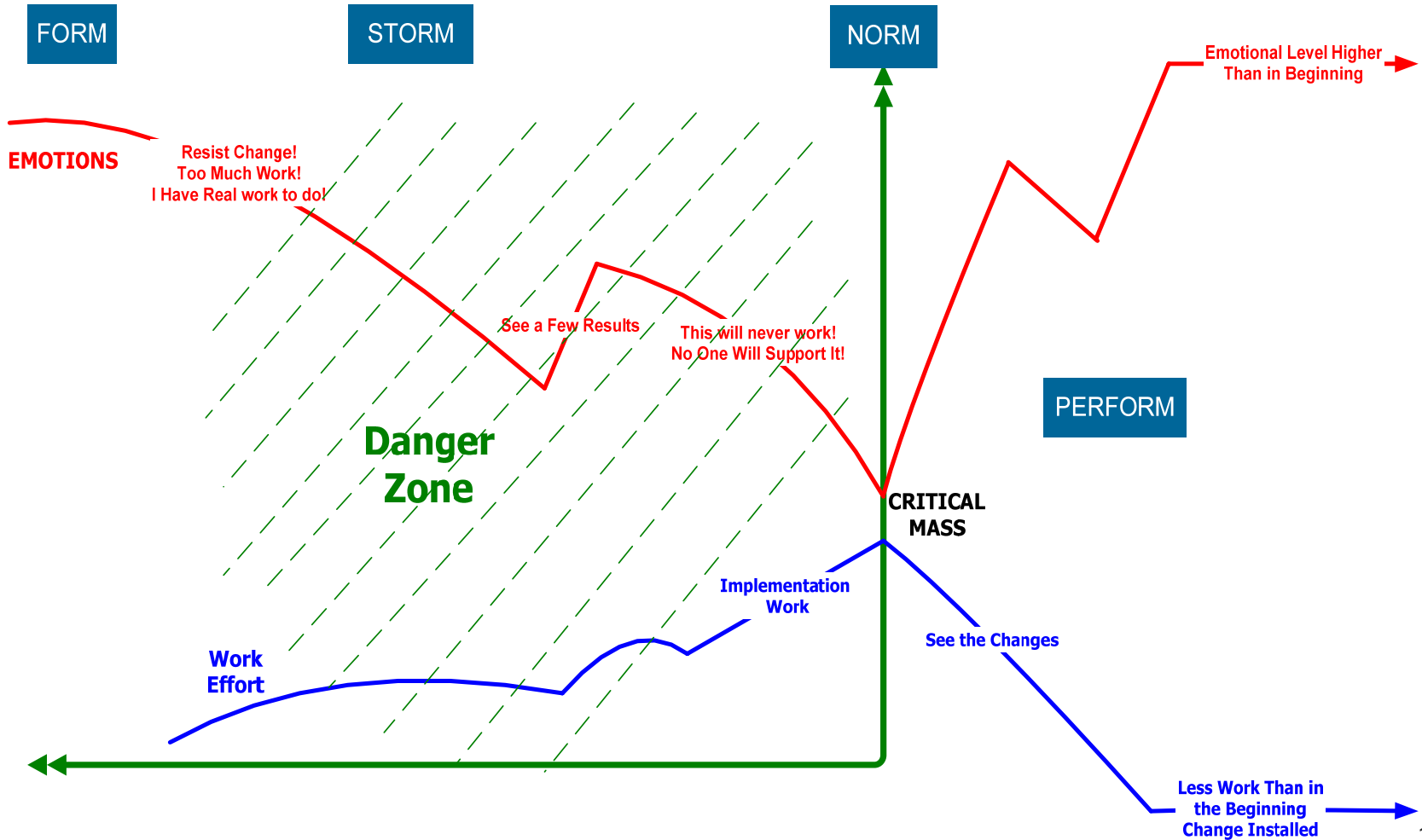➢Members shift focus to ideas and constructive criticism

PERFORM
The Team focus is on success

➢Jointly supportive

➢Predictable team environment – cohesive

➢Sense of Accomplishment

➢Competence = skills + tools + practice

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TEAM MATURITY CYCLE

FORM

STORM

NORM

Emotional Level Higher
Than in Beginning

EMOTIONS

Resist Change!
Too Much Work!
I Have Real work to do!

See a Few Results

This will never work!
No One Will Support It!

PERFORM

Danger
Zone

CRITICAL
MASS

Implementation
Work

See the Changes

Work
Effort

Less Work Than in
the Beginning
Change Installed

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Independent Ideas
Step 1 – Hear Everyone's Voice

- Take 5 minutes to jot down your own ideas of what makes an effective team.

- Focus your thoughts on the Measurement Team

- Focus on your team behaviors

- TOOL USED: POST IT NOTES

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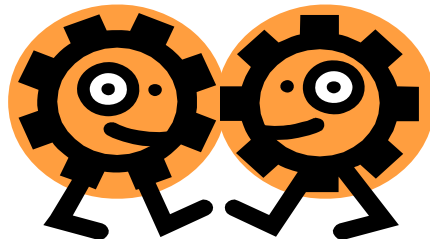
Step 2 – Write it down

- Share your thoughts
- TOOLS USED: FLIP CHART OR LCD

Team Rules
Working Agreements for Successful Teams

- Fully engaged
- Everyone be heard
- Consensus
- Respectful
- Consideration
- Passionate
- Ethical
- Full Communication

- Listen Activity
- No Bad Ideas
- Honest/Sincere
- Play your Position
- Stay focused
- Set Responsibilities
- Be on Time
- Meet Commitments

Team Members

1. What potential issues do we see?
   - ► Do not show up
   - ► Do complete assignments
   - ► Bad treatment of others
   - ► Do not participate
2. How will the team insure the team behavior is maintained?
   - ► Use the Team Rules
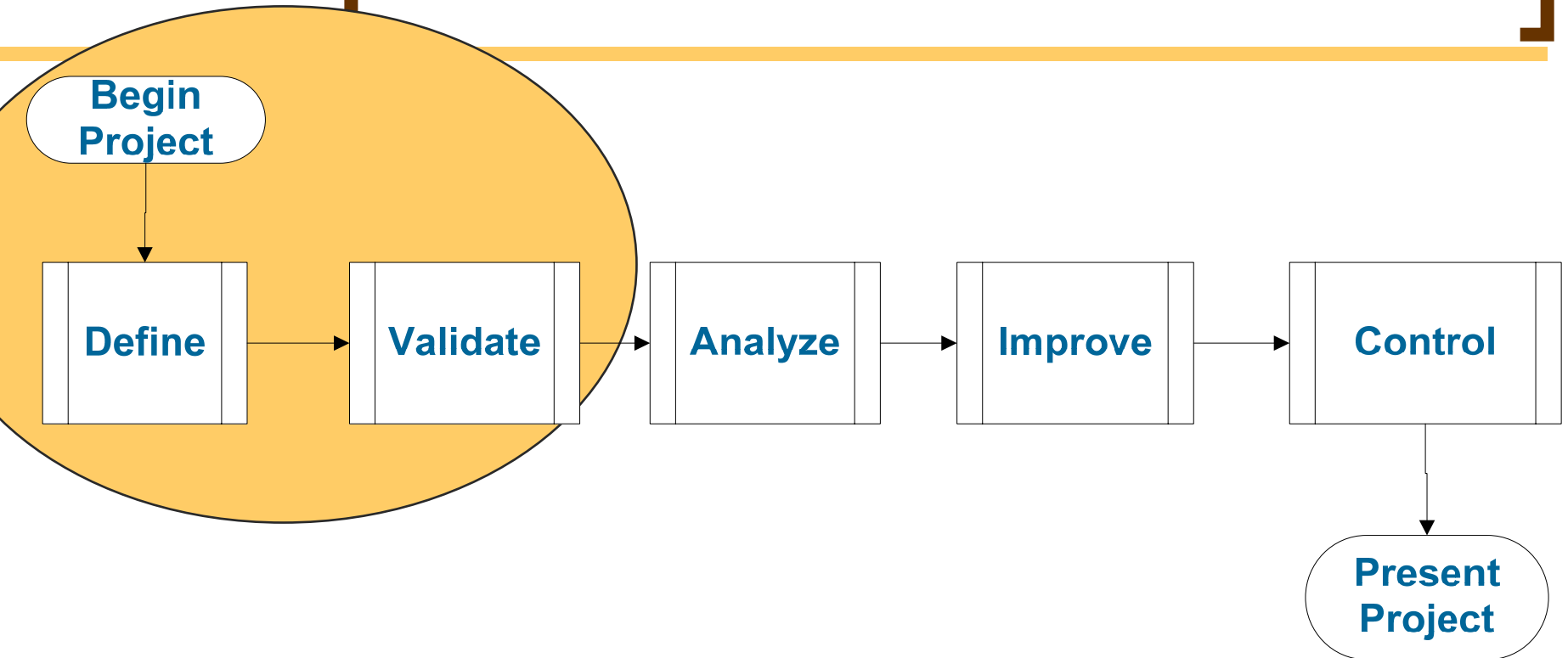   - ► Confront to understand why

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Break Time

Enjoy Your Break!

We'll see you back in 15 minutes.

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Begin Project

Define → Validate → Analyze → Improve → Control

Present Project

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STEP 1: DEFINE THE OPPORTUNITY WHY ARE WE HERE?

The purpose of the Define Step

- To select the project (3 steps)
  - Clarify the scope of the opportunity
    - WWWW   *What's Wrong With What ?*
  - Link the opportunity to what is critical to the success of Monroe County *MVV*
  - Establish the desired outcome of the project

- To form a project team   Success!!!

- To establish a Working Agreement   Success!!!

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Opportunity Statement

Opportunity

In support of the Sterling assessment results and the County Administrator's Direction, the Monroe County efforts to establish a uniform method to establish and collect performance measures is incomplete.

Linkage

1. Mission of providing outstanding public service

2. The Sterling criteria requires a process to select, collect, align, and integrate data and information to support daily operations.

Outcome

A systematic process which can be measured and continuously improved to facilitate development of the measurement system.

Alignment of all divisions metrics to support the management review process.

Data driven decision making

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The purpose of the Validate Step

- To have a clear understanding of the opportunity the project is going to address
  - Make sure the present condition is known before attempting to identify improvements
  - Identify the critical measures that will be the baseline for improvement
  - Use valid data to obtain an accurate assessment of the opportunity
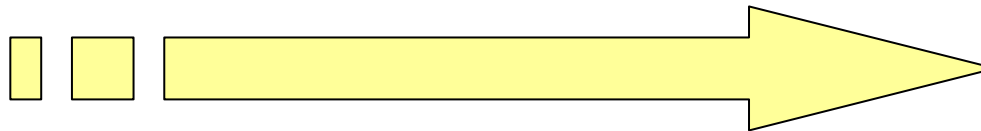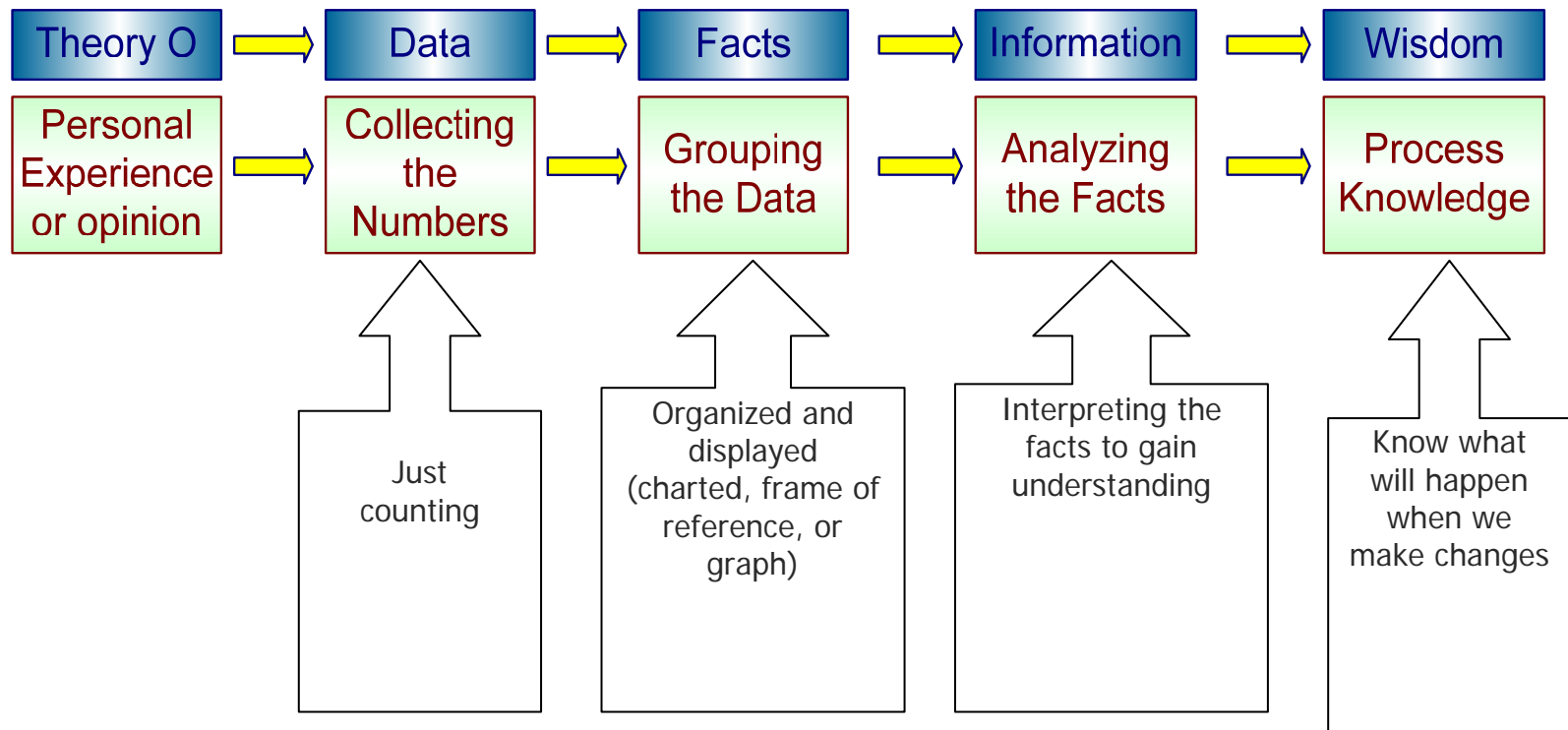
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The Validation Approach

The basis for understanding how a process works!

RE-ACTIVE ⟶ **PRO-ACTIVE**

Theory O	⟹	Data	⟹	Facts	⟹	Information	⟹	Wisdom
Personal Experience or opinion	⟹	Collecting the Numbers	⟹	Grouping the Data	⟹	Analyzing the Facts	⟹	Process Knowledge

Just counting

Organized and displayed (charted, frame of reference, or graph)

Interpreting the facts to gain understanding

Know what will happen when we make changes

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WHAT DATA WOULD WE USE TO VALIDATE?

Validate

- What do you think?
  - Go to each division and determine what they do
  - Ask for current approach
  - Ask for measurement report if they have one

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WHAT DOES THE DATA SAY?

QUESTION	LEADERS	MANAGER	STAFF
➤ 4a I know how to measure the quality of my work. ➤**Leader: Our employees know how to measure the quality of their work.**	30.0%	70.6%	82.6%
➤ 4c I use these analyses for making decisions about my work. ➤**Leader: Our employees use these analyses for making decisions about their work.**	0.0%	58.9%	66.3%
➤ 4e I get all the important information I need to do my work. ➤**Leader: Our employees get all the information they need to do their work.**	40.0%	26.5%	42.0%
➤ 4f I get the information I need to know about how Monroe County is doing. ➤**Leader: Our employees get the information they need to know how our organization is doing.**	0.0%	19.1%	20.6%

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WHAT DOES THE DATA SAY?

|	LEADERS	MANAGER	STAFF
➤ 6a I can get everything I need to do my job. ➢**Leader: Our employees can get everything they need to do their jobs.**	40.0%	35.3%	47.4%
➤ 6b I collect information about the quality of my work. ➢**Leader: Our employees collect information (data) about the quality of their work.**	10.0%	48.5%	33.6%

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- Vision establishes What we look like in the future.
- Mission describes why we exist and what is our purpose
- Values describe a set of behaviors for staff to use to perform routine work towards achieving the long- term objectives of Monroe County
- Measures tell you that the objectives are attained and the vision is being achieved
- Objectives describe the actions that result in achieving the vision.

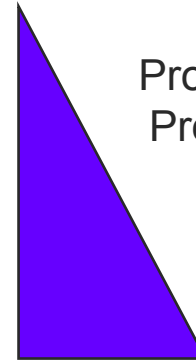*Action Learning – Developing Capability*

CORNERSTONES OF LEADERSHIP
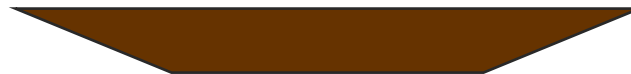
Full Sails
Provides propulsion
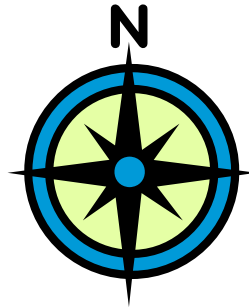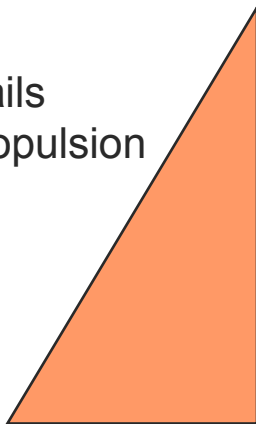
Proper Sail Trimming
Provides Behavioral
Direction

Vision: What will we become in the future?   ***Values: What do we believe in?***

Solid Hull provides the Foundation

Mission: Why do we exist? What's the purpose?

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Measures are a prerequisite for improvement:

- Measures allow us to set clear goals and monitor trends

- Measures show how effectively we use resources

- Measures allow us to see how effectively we are achieving our goals

- They provide the data that allow us to identify opportunities for improvement

- Measures focus people's attention:

.... *what gets measured gets done!*

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- *Easy* = often provides poor information e.g., number of calls = **easy**
- *Nice* = selected to demonstrate good results e.g., number of calls answered by third ring = **nice**
- *Right* = selected because performance matters e.g., customer complaint resolution time = **right**

Right measures are often difficult to collect and may be embarrassing because they accurately indicate poor performance.
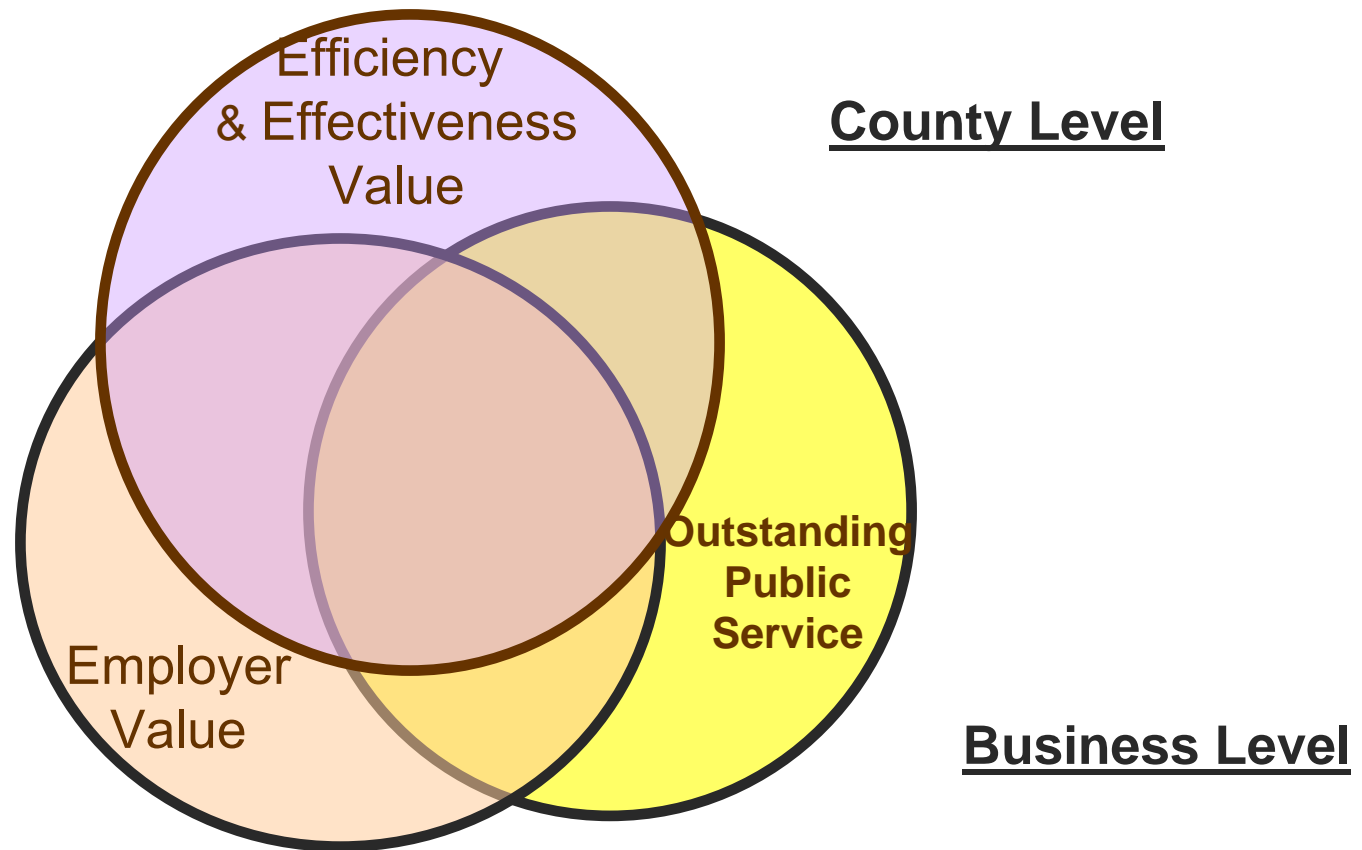
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Effective measurement
The Power of Involvement

■ The effectiveness of a *right* measure can be evaluated by assessing how well it is...

- **Related to customer and business requirements.**
- **Defined by activities of work process operations.**
- **Practical to collect and analyze.**
- **Able to drive desired performance results.**
- **Understood by people in the process.**
- **Used to improve work process performance.**
- **Used to recognize team or individual contributions.**

Measure to learn, don't measure to report

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Indicators linked to Direction

Efficiency & Effectiveness Value

County Level

Outstanding Public Service

Employer Value

Operations Level

Business Level

Values = Desired Organizational Behavior

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Establishing our Global Indicators

Begin with County Direction (Mission, Vision and Values) → Create list of attributes based upon voice of the customer → Add detail (interpret) the attributes

Describe the Quantitative Indicator → Agree? → no

Agree? → yes

Check for Alignment to Values → Agree? → no

Agree? → yes

Time for Reflection (next meeting) → Agree? → no

Agree? → yes

Reach Consensus → Agree? → yes → Confirm

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KEY INDICATORS FOR MONROE COUNTY

County Level
Timely (cycle time)
% issues solved
cost per unit of
service, Progress of
long term plans

County Measure

Operations Level
Absenteeism
Turnover
% Satisfaction
360 Feedback
Levels of Training
Efficiency &
Effectiveness

OUTSTANDING PUBLIC SERVICE

Employee Measure

Citizen Measure
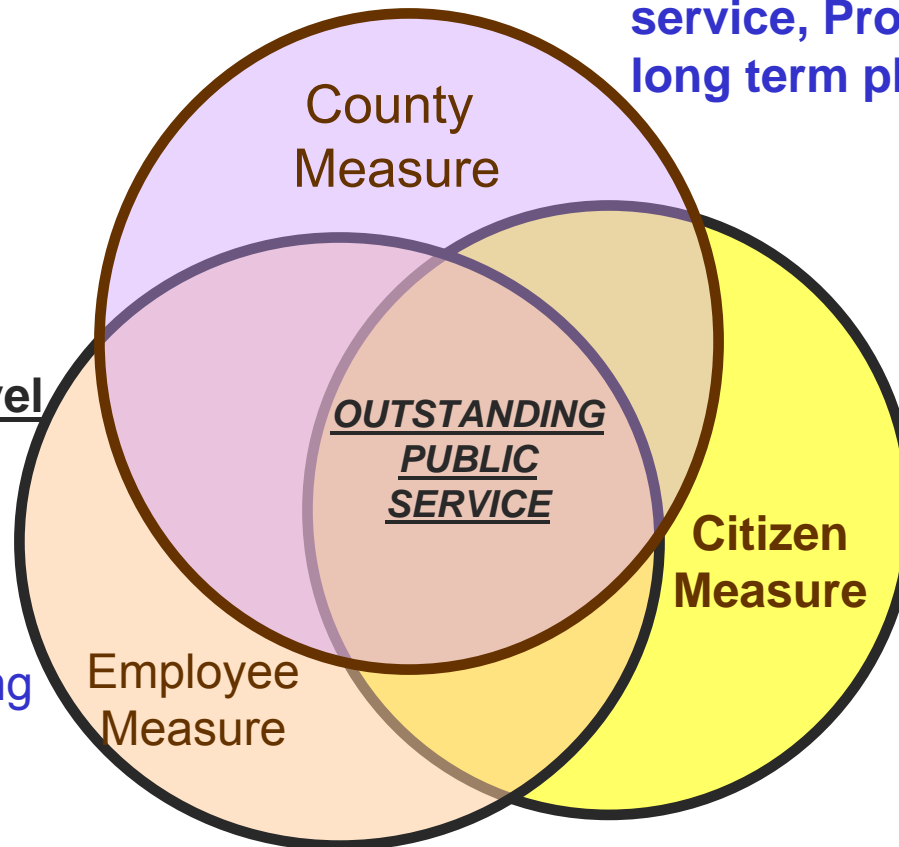
Business Level
Resolution time
(cycle time)
availability of service,
% satisfied
% of complaints or
compliments

Values = Desired Organizational Behavior

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NEXT STEPS

- Jeff & Rob: To spend the afternoon gathering additional information to validate the opportunity statement
  - Determine past practice

- Team members will be assigned a division(s) to gather data and determine
  - Existing local methods
  - Did they work

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Division Assignments

- Administration - Terri
- Budget and Finance – Tina
- Community Services – Reggie
- Emergency Services - Reggie
- Employee Services – Terri
- Engineering – Tina
- Growth Management –   Ty
- Housing and Community Development – Ty
- Public Works – Bob

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- If the data support your opportunity statement, summarize your information and your project

- If the data does not support the opportunity statement, show what you discovered and re-write the opportunity statement or repeat with a different opportunity

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- Can someone confirm the meeting room?

- Let's Prepare our Agenda

- Confirm our Agenda
  - Review findings
  - Evaluate PS
  - Problem solving process

  - Next meeting Big Pine

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- **Meeting Message**
  - The purpose of this is to clarify what you feel about the meeting
  - Productive
  - Positive change working to get measurements that work
  - Working to get input from all departments to make improvements
  - Working toward making this a better place to be
  - Working to determine what we are going to use to make sure we are doing a good job
  - Working to make us the best we can be

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Continuous Improvement

What did we do well and what could we add to improve your knowledge.

WWW

 Good participation

Good facilitation

Nice setting

OFI
Better closure on next steps
More time to interact

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